

ON THE CORRELATION BETWEEN IN-SERVICE TRAINING OF EMPLOYERS AND INCREASING PRODUCTIVITY IN URMIA GENERAL TAX ADMINISTRATION

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ABSTRACT

The aim of the present study is to investigate the correlation between in-service training of employers and increasing productivity in Urmia General Tax Administration. The study is applied, descriptive and correlational in terms of goal, quality of data collection, and quality of implementation. The statistical population comprises of employers working at Urmia General Tax Administration and 278 people were chosen as sample size using stratified random sampling method. To collect the data use was made by Teaching Quality Examining questionnaire involving 78 items and the reliability of it was obtained as 0.842 using Cronbach alpha coefficient. To make analysis, SPSS software was employed. Also, Kolmogorov--Smirnov and correlation coefficient were used to make statistical analysis, the results indicated that there was a relationship between in-service training courses and increasing productivity of human force in Urmia General Tax Administration.

KEYWORDS: staff in-service training, increasing human force productivity, Urmia General Tax Administration

INTRODUCTION

Officials of organizational units have to stipulate on the position and success of their organization. One of the choices to improve organizational scientific level is employers' taking part in in-service courses. Supervisors believe that in-service courses can breed up knowledge-based and skills as well as attitudes in employers. However, they ignore the changing-inducing factors and that such an ignorance can lead to failure of their efforts with regard to success. Considering staff as the most important capital and invest of organization are the two phenomena developed in the two past decades. Employers' training has gained popularity with gradual complexity of jobs and information. Tafler considers training as the most important activity and way to confront vast changes of future life. Effective training assist people to achieve their jobs and work effectively. It is evident that the more people enjoy knowledge and training, the better their knowledge process will be. This leads to the fact that they provide thoughts and better opinions to improve their career (Ebrahimi, 2009). Nowadays, training and optimizing the human force is regarded as the main strategies of organizations in line with positive conformity with changing conditions. The life of organizations depends highly on knowledge and skills of employers (Saedpanah, 2007). One can say that increasing efficiency of employers and providing conformity with environment leading to increasing services are at the core of training courses. Training courses are nothing but the efforts done to improve and enhance knowledge and awareness as well as technical and vocational skills of employers within an institution or organization which make them prepared for doing optimum tasks (Rohani 2012). Today, the importance and role of training courses are not said to be covered for anyone and that every organization devotes specific time and capital to treat its human force. Training courses which are continued and are solution-offering would presumably guarantee the organization retaining. Hence, continuous striving to improve the quality of training courses might have considerable advantages. It is worth noting that it is not possible to claim that training is advantageous itself, but it is to be assessed by provided trainings (Shahani, 1998).

In-service trainings and their importance in organizations

Human resource are the most important factors and apits for organization. Workforce of every organization should be developed according to the scientific and technical advances so that they can respond to organizational and national need. Nowadays, training courses are known as important in every place; however, no comprehensive view has been formed in relation to training. Training is the prerequisite of all organizational levels since it is not feasible that human-based advances and transfer of experiences are formed. Organizations are in line with scientific and technical changing route, so it is suggested that they pave the way for preparation on the part of their employers (Khoshdaman *et al.*, 2008).

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In-service training course

Training by itself consist of different changes for employers such as change in the notion that how they should do their tasks, how to be related with others o what changes should be occurred in their job-based responsibilities (Abaspor, 2008). In-service training courses of employers are proceeded aiming to expand scientific and development capabilities. To run in short-term or long-term program, these course require complicated plans. Instruction-based complexities of organizations is highly dependent on choosing and transferring valuable knowledge which can transcend vocational skill and capability and that they assist to proceed the goals of organization. Training and enhancing the employers are regarded as important strategy for organizations and are taken into account as exemplification through which organizations determine an expansion in which human capitals are viewed as consistent invests (Abaspor, 2008).

The credit of training and enhancing increases when it is tangible by all people. So, trainers embark on evaluate their instructions consistently. Training is the strongest existing tool for transferring knowledge and skills to human force and their empowerment for doing the task. Regarding the importance of changes and advances in sciences and technology as well as diversity of careers, employers' training is of great significance and its implementation necessitates planning and indicate study based on employers' training needs (Doaei, 1998).

Goals of in-service training. One can divide in-service goals by three components, namely, individual, organizational, and social. Michael Ducking highlights that there are a number of reasons to feel more need to in-service training i.e. establishing relationship between educational activities and national as well as local needs, drawing attention to persistent training in order to be integrated with social changes, and drawing more on the importance of education and training (Saedpanah, 2007). Targets of in-service training are provided in case principle of in-service training including leaner's activation and respecting, fitness, persistency, problem-based, learners' autonomy and interactive learning are observed. In case such principles are met, goals such as integrating and correspondence of employers with organization, in rewarding job satisfaction, and increasing spirit among individuals, reducing events and detriments, synchronizing knowledge and capability of human force in organization, assisting to organizational changes conformity to social conditions, improving cooperative sense among organizational employers will be developed (Monfared, 2009).

Workforce is the most important input in producing goods and services, productivity of workforce is derived from the division of added value by the average of the number of employers. This index shows the extent to which every human force, on average, has generated added value. The criteria of measuring success in every organization relies on optimum performance of employers. Hence, it requires human resource systems to measure organizational success so that every organization can increase the total productivity through offering appropriate solutions and integration among the organizational goals and that they help the organization to achieve their goals. To employ the human force it is essential that required training as well as integrity are provided to them. Performance management can contribute to employers' integrity and organization through establishing cooperative environment, issuing the organizational goals to employers, and establishing assessment session and employers leading. In such a system, people are feel more belonged to organization. Satisfactory task accomplishments by employers can lead to performance improvement in organization. So, mutual commitment is established between employers and organization whose result is improving performance, efficiency, and productivity. An integrity will be formed between employers' goals and organizational goals in which staff can achieve higher attaining to their own goals when making efforts to achieve organizational goals. In addition, organization can get income in competitive environment thanks to the increase productivity and that it can offer better facilities for its human force. In Persian, the term productivity is the same. In some other contexts words such as efficiency, output, power, production, capability, and efficient result are substituted for the afore-said term. In general, productivity measures the extent to which the resources consumption as the only input for producing output are effective and efficient in long-term.

Another definition from systematic perspective is developed for productivity. The relationship between inputs and outputs are determined by productivity. Based on this claim, productivity emphasizes the extent of efficiency with regard to factors combination in production process. This means that in case facilities are sufficient used, productivity will be increased. So, human force productivity will be increased if human force is used in an optimum way.

Productivity involves two main components i.e. efficiency and effectiveness of activities. Efficiency is concerned with the capability of obtaining output in relation to less input. In other words, well performing is the same as efficiency. Effectiveness is said to be the conformity of obtained results from assumed goals. This carries the meaning that well

performing is the same as effectiveness. Generally speaking, productivity is defined as well doing of a good task (Rezaei *et al.*, 2008). In cased tasks or organizational activities are determined and that taking the responsibility of every task is defined, productivity of human force increases. Along with these factors are the notions that in case people are determined correctly as the charges according to aptitudes, capability and required knowledge, one can anticipate that human force productivity increase. It is not true to ignore provide guidelines by nurses and indemnified payments and reward of employers due to the fact that productivity will not increase. So, employers will experience failure which can result in overall reception in productivity of system (Taheri, 2006).

Affective factors on increasing productivity pf human force

There are different views to determine the contribute factors of productivity. Factors such as consistent training of teachers, increasing incentive of employers for doing better and more, establishing appropriate fields for innovation and creativity of managers, establishing appropriate system of payment based on performance, establishing reward and punishment system, social discipline of changes in system, enhancing governing and influence of organizational policies on affairs, economizing as national task are said to be among the factors contributing o productivity (Khaki, 2009).

Related studies

Nikoladin *et al.* (2011) investigated the influence of staff training courses on performance. The result indicated that training courses had an impact on teachers' performance. Pikorz and Myers (2009) examined the role of training course on staff. Findings of the study manifested that good training reduced non-satisfaction of employers and helped employers to work with their utmost potential. Another study focused on employers' satisfaction in Tehran Medical University in relation to in-service training. As mentioned by Alavi (2010) in this study, these employers were highly satisfied with these electronic in-service trainings and their satisfaction was not affected by level of education, major, type of employment, and job experience. In 2014, Hashemi and Hadadi investigated the effect of emotional intelligence on staff productivity of safety organization. The study followed a correlational design and questionnaire was the main instrument to collect the required data. To analyze the obtained data, SPSS and LISREL software are employed. The results revealed that staff emotional intelligence had a significant effect on productivity. In addition, correlation and multivariate regression analysis indicated that staff emotional intelligence a significant relationship with productivity.

MATERIALS AND METHOD

Based on the independent variable of the study, questionnaire involving 74 items was developed. The study follows a correlational design. Stratified random sampling method was used and Urmia General Tax Administration was divided by two strata, namely, tax-related employers and official employers. The sample sizes obtained were 165 and 113 for tax-related employers and official employers, respectively. Sample size was obtained using Cochran formula.

RESULTS

First hypothesis: there is a relationship between employers' in-service training and increasing productivity of human resource in Urmia General Tax Administration.

Table 1. The relationship between employers' in-service training and increasing productivity of human resource

		employers' in-service training	increasing productivity of human resource
employers' in-service training	Pearson correlation coefficient	1	0.595
	Level of significance		0.000
	number	278	278
increasing productivity of human resource	Pearson correlation coefficient	0.595	1

Pearson correlation test results shows that there is a strong and positive relationship between employers' in-service training and increasing productivity of human resource.

Second hypothesis: there is a relationship between employers' scientific evaluation and increasing productivity of human resource in Urmia General Tax Administration

Table 2. The relationship between employers' scientific evaluation and increasing productivity of human resource

		employers' scientific evaluation	increasing productivity of human resource
employers' scientific evaluation	Pearson correlation coefficient	1	0.600
	Level of significance		0.000
	number	278	278
increasing productivity of human resource	Pearson correlation coefficient	0.600	1

Pearson correlation test results shows that there is a strong and positive relationship between employers' scientific evaluation and increasing productivity of human resource in Urmia General Tax Administration. Third hypothesis: there is a relationship between employers' training course compatibility with their needs and increasing productivity of human resource in Urmia General Tax Administration

Table 3. The relationship between employers' training course compatibility with their needs and increasing productivity of human resource

		Employers' training course compatibility with their needs	Increasing productivity of human resource
employers' training course compatibility with their needs	Pearson correlation coefficient	1	0.543
	Level of significance		0.000
	number	278	278
increasing productivity of human resource	Pearson correlation coefficient	0.543	1

Pearson correlation test results shows that there is a strong and positive relationship between employers' training course compatibility with their needs and increasing productivity of human resource in Urmia General Tax Administration.

DISCUSSION AND SUGGESTIONS

Employers are suggested to be trained so that they perceive the importance of training and take part in courses with higher levels of enthusiasm. Establishing training quality center to offer different solutions in the field of training quality and offering quality through doing diverse studies and researches. Evaluating the level of skill on the part of participants in each workshop

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